



Ultra Rapid Process Improvement

Discussion Paper

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Summary

“That just made matters worse!”

“Process improvement – been there - done that - didn’t work!”

“I didn’t expect that to happen!”

“We’ve spent all this money, time and effort and all we’ve done is move the problem somewhere else, our customers are still not happy.”

“I have only so much resource. Where do I deploy it to have the most bang for buck?”

“We just need to quickly fix a process that is awful...busted...broken...not re-invent the universe”

Sound familiar?

If you are interested in any of the following...

- Really rapid process improvement that doesn’t require armies of Business Process Engineers or consultants
- A simple technique that your team can understand and get going quickly that produces results just as fast
- A need to optimise a number of processes that interact
- Don’t want to improve one process just to cause another issue somewhere else
- We are different and its complex. We need to thoroughly investigate where the blockages and issues are and ensure we bring everyone along on the journey with us
- We need to be able to test suggested ideas so we can see potential impact before we do the changes
- We want improvements to be sustainable by skilling & developing our own people

...then read on

Summary

- Enzyme have developed an approach to process improvement and transformation which combines the disciplines of systems thinking, dynamic modelling and expert facilitation.
- The essential quality of this proven approach is **speed**. It is orders of magnitude quicker to generate results. What typically takes months and years with other methodologies can be reduced to days and weeks.
- This can stand alone as an integrated method for sustainable business improvement through dramatic improvements in process performance or as a targeted tool within an approach such as 6 Sigma.
- Enzyme is able to engage at a number of levels:
 - Conduct a complete end to end implementation
 - Undertake a targeted strike at a known, business critical area
 - Train, licence and coach client teams to be self sufficient
- The approach is modular and there are multiple options and pathways which can be tailored to your scope, urgency and resource constraints.
- Commonly a focussed project is undertaken as a Pilot to determine the best overall approach whilst achieving early results.
- This document provides an outline of the approach, the component modules and examples of past project outcomes.

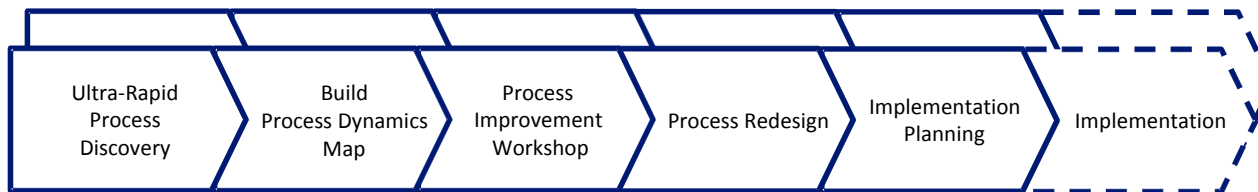
Pathways to success - Overview



Our approach has three different pathways, matched to the size and complexity of the task. Sharing common principles and many tools, they address the range of needs from a swift, simple process improvement activity to a core system transformation.

Ultra-Rapid Process Improvement – Process Discovery

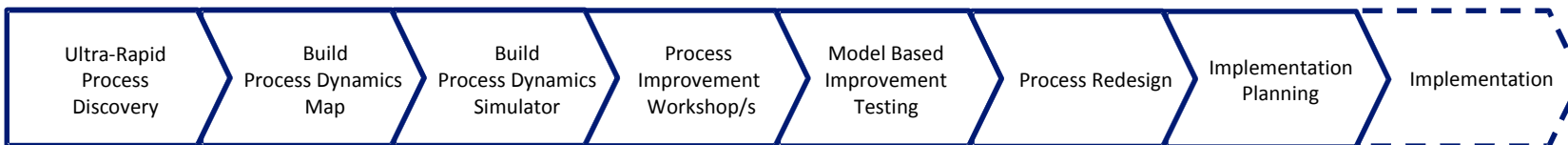
1 to 4 weeks per process



**Process Discovery
Design & Improvement**

Ultra-Rapid Process Improvement – Process Dynamics

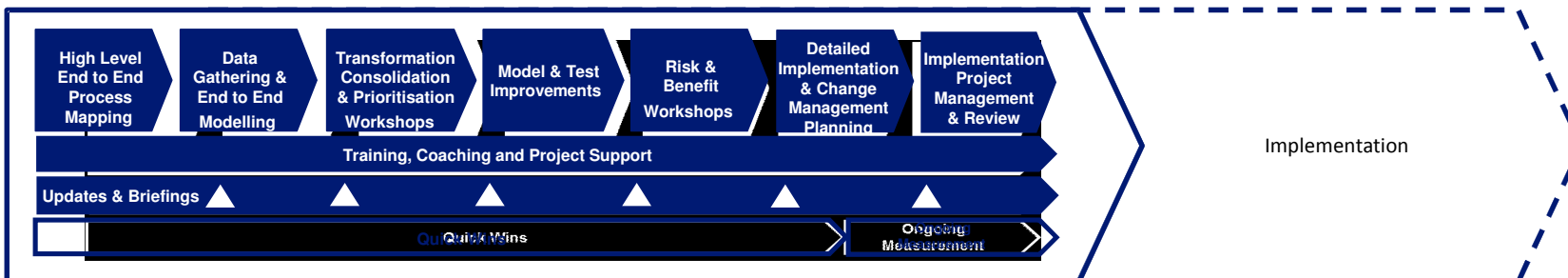
4 to 6 weeks per process



**+ Modelling &
Simulation**

System Transformation

6 to 18 months per system



**End-to-end
System
Transformation**

Overall approach



Positioning & Focus

Options may be used in any combination

Option 1



½ day

Option 2



2 days

Option 3



6 to 8 weeks

Option 4



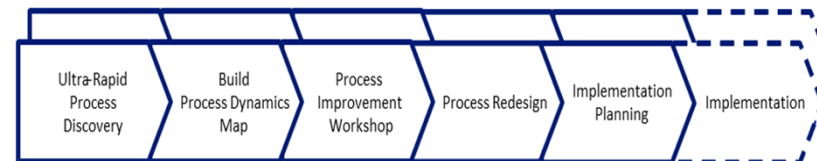
Process Priorities

Process Improvement Pathways

Pathways may be used in any combination

Ultra-Rapid Process Improvement – Process Discovery

1 to 4 weeks per process



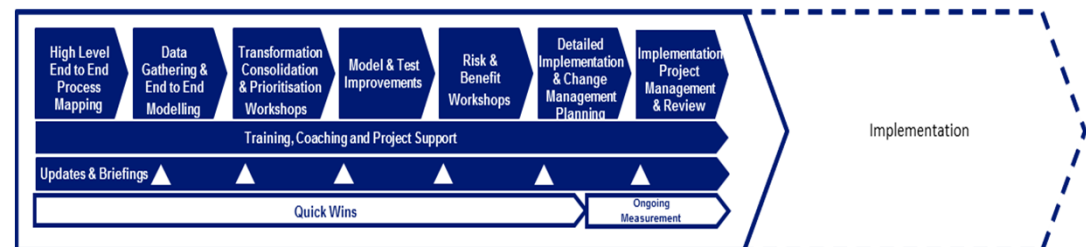
Ultra-Rapid Process Improvement – Process Dynamics

4 to 6 weeks per process



System Transformation

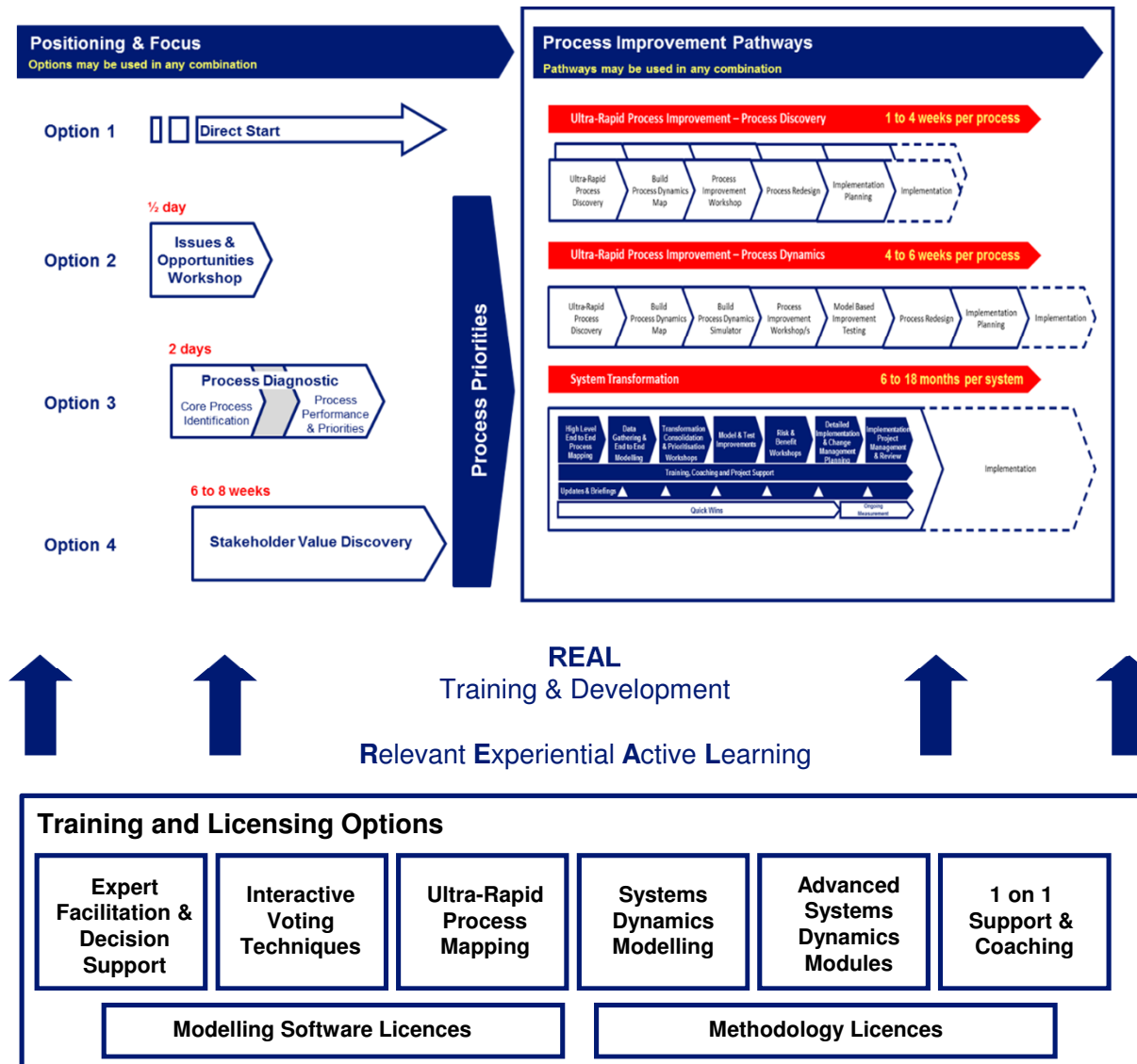
6 to 18 months per system



Pathways to success – becoming self-sufficient



Whilst Enzyme is capable of conducting the entire engagement with you, we firmly believe in the importance of building internal capacity for sustainable improvement. We have a suite of training and licencing options which make this possible.



Positioning & Focus

Options may be used in any combination

Option 1



Option 2

½ day



Option 3

2 days



Option 4

6 to 8 weeks



Process Priorities

This Phase is all about making sure the effort is focused in the highest impact areas and that sufficient planning has been done to ensure the work plan can be executed successfully.

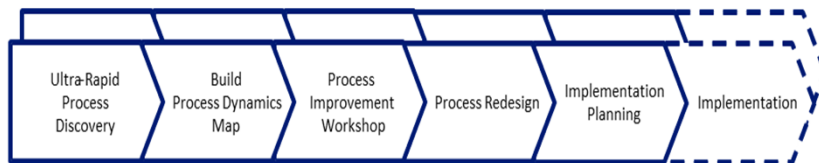
- **Option 1** is a very quick start when target process(es) are known, the problem well defined and there is a need to get on and address the issues. This could be true where the tools are being used in an established improvement program, or the scope is restricted.
- **Option 2** involves a ½ to 1 day Issues and Opportunities Workshop where the key players are engaged in early direction setting.
- **Option 3** often includes the Issues Workshop, followed by a rapid Process Diagnostic which delivers a comprehensive set of the core processes, the sub-processes and a robust assessment of the effectiveness of each. This forms the base for setting priorities, communicating plans and measuring results.
- **Option 4** includes a Stakeholder Value Discovery study to determine what factors are driving customer behaviour. This is an essential precursor for the larger programs where the Voice of the Customer must underpin strategy and execution. Details are covered in a separate document and available on our website. An Issues Workshop and a Diagnostic would also be completed.
- Each Path would then include priority confirmation, program design and project planning, applying rigorous program and project management principles to a sufficient level to ensure the ensuing work streams deliver the desired results. For Path 1 this is minimal, for Path 4 more significant.

Process Improvement Pathways

Pathways may be used in any combination

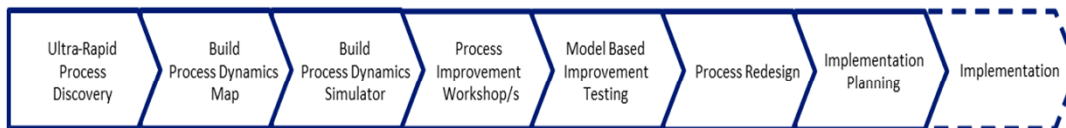
Ultra-Rapid Process Improvement – Process Discovery

1 to 4 weeks per process



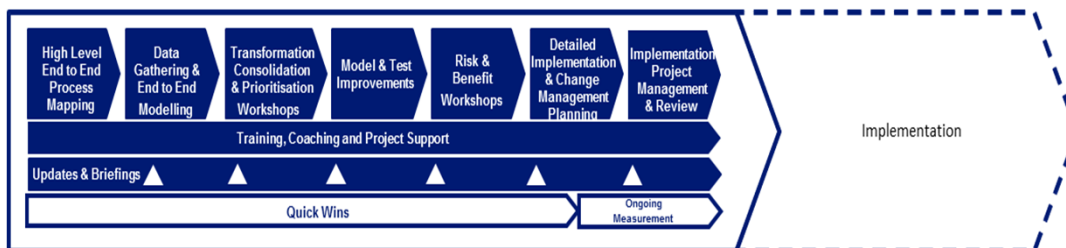
Ultra-Rapid Process Improvement – Process Dynamics

4 to 6 weeks per process



System Transformation

6 to 18 months per system



This Phase is all about fast, effective process improvement. There are basically 3 groups of techniques and a set of options for training courses, coaching and licensing. More detail follows on each item, but in a nutshell:

Ultra-Rapid Process Improvement – Process Discovery

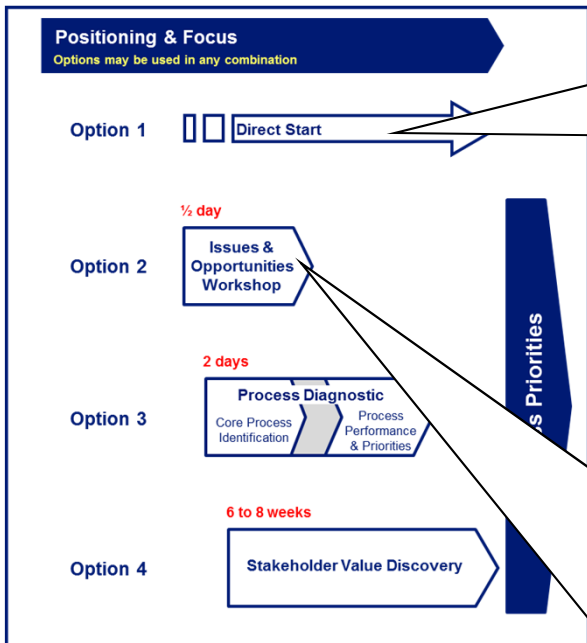
This a deceptively simple method for discovering & mapping a process, identifying improvements and agreeing an implementation plan which takes a small team of internal “experts” 2 one day workshops and from 1 to 4 weeks elapsed time to complete depending on scope and complexity.

Ultra-Rapid Process Improvement – Process Dynamics

This is more involved and produces an interactive System Dynamics process model / simulator which can be used to optimise the process, test improvement strategies and predict results. This is a mix of facilitated workshop and modelling activities which typically takes between 4 and 6 weeks per process.

System Transformation

This a much more comprehensive program of work designed to deliver an end-to-end core process transformation. Starting from a Stakeholder Value Discovery study, it involves a carefully designed combination of the mapping, modelling, expert facilitated workshop and training modules. The recommended improvement strategies are often piloted before a rollout program is developed with full application of program, project and change management disciplines.

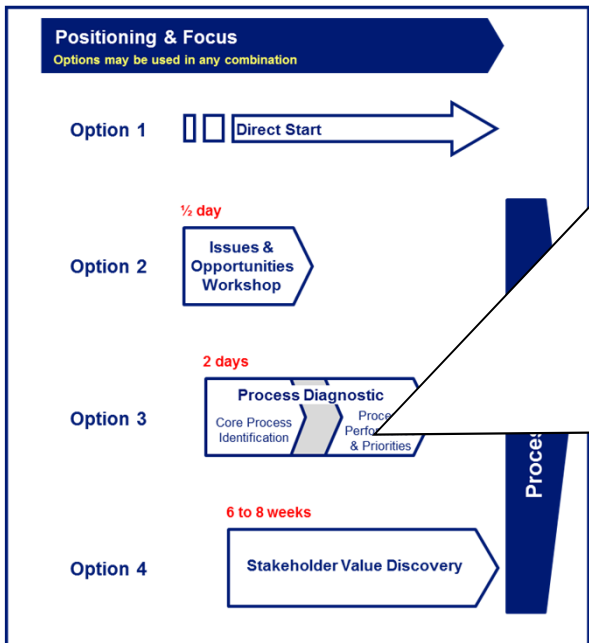


Direct Start

- If the priorities are clear and a specific process has been identified for improvement then work can begin by articulating a simple project plan with agreed scope etc.

Issues & Opportunities Workshop

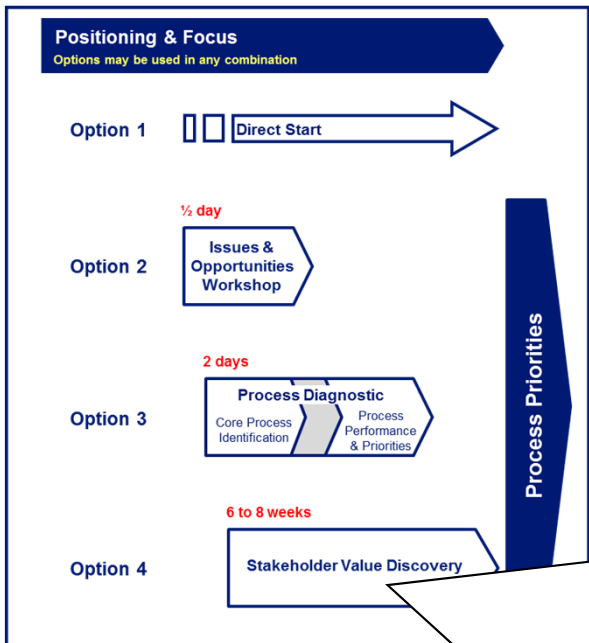
- This involves a 1/2 to 1 day workshop with management & staff involved in the business to identify and prioritise the Issues, Blockages & Opportunities involved with the targeted process overall.
 - Positioning
 - Issues identification
 - Group consolidation
 - Prioritisation via OptionFinder® – Relative Importance Vs Current Performance
 - Facilitated discussion
 - Consensus on priorities
 - Action planning
 - Next Steps



Process Diagnostic

- This involves a 1 day workshop with staff involved in the business to identify existing core and sub processes in targeted areas of the business. A matrix of Core and Sub processes is established.
- A second, 1 day workshop follows within the week, which identifies the status on how efficiently and effectively each process is currently performing.
- Based on the outputs of the matrix, the core and sub processes can then be prioritised and decisions are made as to which ones require optimisation and which require complete transformation.
- The Process Diagnostic outcomes include:
 - Rapid identification of all existing core end to end processes
 - A prioritised list of processes requiring action
 - Focus on those processes that are broken and require immediate attention
 - Cross team and cross functional problem solving and cooperation
 - Improved momentum and morale amongst employees
 - Identification of core processes or sub-processes that currently are not being performed but should be

An example of the matrix is shown in the appendix.



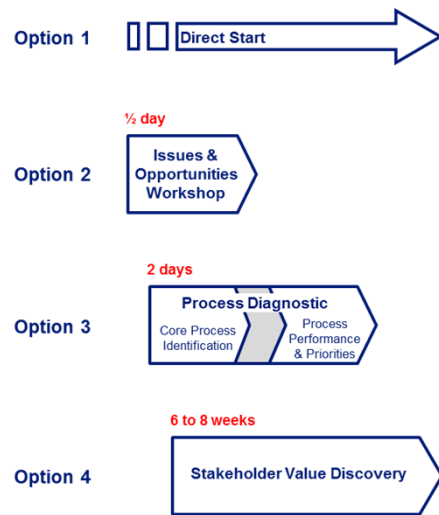
Stakeholder Value Discovery

Discovers directly from customer groups their criteria for Value & Irritation

- Immerses significant numbers of staff and management in the discovery process itself
- The high levels of personal staff engagement in the research activities leads to significantly improved understanding, insight and empathy towards customers and their experiences
- Because the participants themselves discover what is required, resistance to change is significantly reduced. Hence, Key Change Management success factors are inherently built in as a by-product of the process
- Is delivered through a series of Discovery Workshops, Analysis Sessions, Consolidation & Modelling activities with experiential skills transfer
- The drivers of customer Value and Irritation are quantified in a practical value model
- Powerful Interactive Value Models can then be used to identify optimal strategies for increasing customer value
- Enables staff to 'mix it in the bear pit' in a non-threatening manner with customers
- Provides a report containing summary conclusions as well as relevant detail

Positioning & Focus

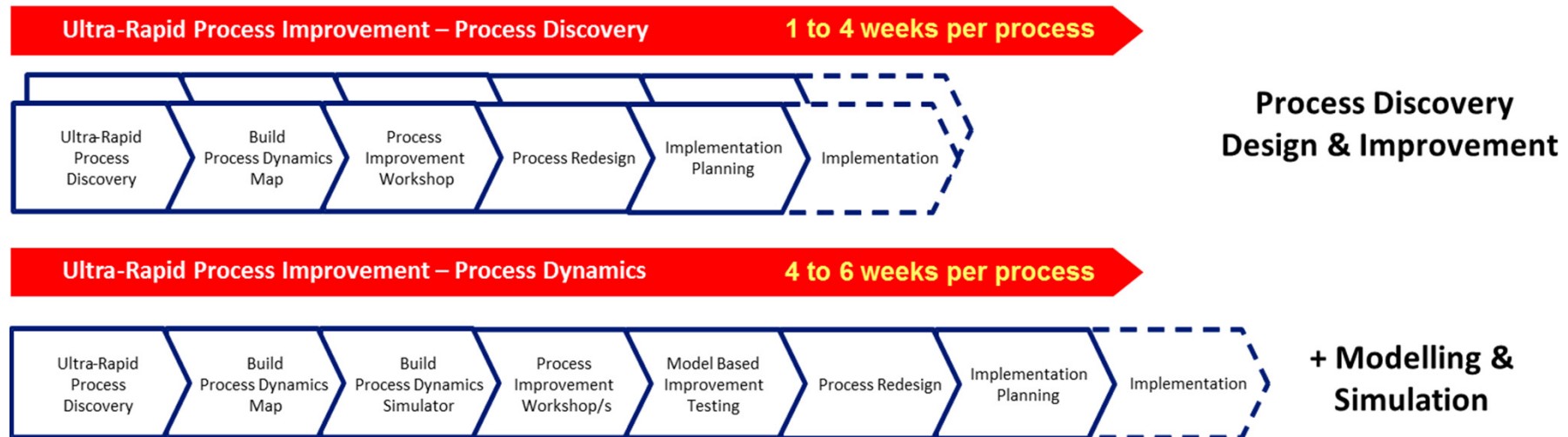
Options may be used in any combination



Priorities and Improvement Plan

Applying rigorous program and project management principles to a sufficient level to ensure the ensuing work streams deliver the desired results

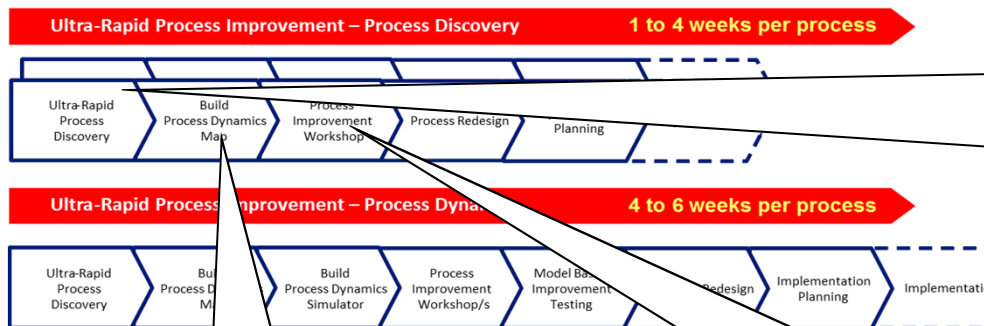
Ultra-Rapid Process Improvement (URPI) pathways



There are two variants of Ultra-Rapid Process Improvement depending on the level of complexity and effort required:

- **Process Discovery**, where the process is discovered using System Dynamics language, a static map is produced which is then the input for improvement workshops and implementation activities.
- **Process Dynamics**, where, in addition to the mapping, a dynamic process model is built, populated with data and an improvement simulator developed. This is a significantly more powerful tool to assist in the identification of process improvements and the testing of process optimisation or Go To Market strategies.

An outline of each approach and a comparison table to help determine which should be used when and where, follows.



1. UR Process Discovery Workshop

- A 1 day workshop with typically 4 to 6 staff intimately involved in the target process.
- A raw Process Dynamics magnet-map is developed
- A first pass of known issues and improvement ideas

3. Process Improvement Workshop

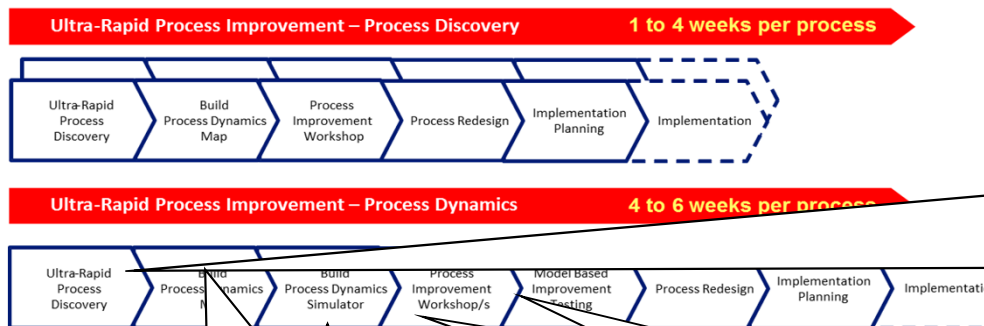
- This second, 1 day workshop can occur within the week, and follows a carefully structured and facilitated process to identify and prioritise improvement ideas.
- Process re-design
- Key Focus Areas are agreed.
- A high level action plan developed for each KFA.

2. Build Process Dynamics Map

- The Process Dynamics magnet-map is then formalised using the mapping tool, in preparation for a follow up workshop.
- *Examples of System Dynamics maps are in the appendix*

URPI Process Discovery Outcomes

- A raw Process Dynamics end-to-end magnet-map of the process
- A formal Process Dynamics end-to-end map of the process
- A prioritised set of improvement initiatives
- An action plan for implementation



1. UR Process Discovery Workshop

- A 1 day workshop with typically 4 to 6 staff intimately involved in the target process.
- A raw Process Dynamics magnet-map is developed
- A first pass of known issues and improvement ideas

4. Process Improvement Workshops

- Series of ½ day Process Improvement Workshops carefully structured and facilitated to identify, consolidate and prioritise improvement ideas.

5. Model Based Improvement Testing

- The Simulator is used to understand the dynamics of the process and to identify bottlenecks & unnecessary complexities & test potential impact of improvement initiatives

2. Build Process Dynamics Map

- The Process Dynamics magnet-map is then formalised using the mapping tool.

3. Build Process Dynamics Simulator

- A Process Dynamics Simulator is built with preliminary high level data.
- Simulator is tested to ensure reasonable representation of reality
- Simulator interfaces are refined to ensure it is easy to use and understand
- *Examples of Dynamic Simulators are in the appendix*

URPI Process Dynamics Outcomes

- A formal Process Dynamics map AND fully interactive Simulator of the end-to-end process
- Agreed & prioritised Improvement Criteria
- A prioritised set of improvement initiatives
- Agreed re-designed improved process
- Quick Wins identified
- A Project Plan for implementation

URPI – Process Discovery vs Dynamics



Ultra-Rapid Process Improvement – Process Discovery 1 to 4 weeks per process



Ultra-Rapid Process Improvement – Process Dynamics 4 to 6 weeks per process



Mapping and modelling share some common elements, but simulation is a far more powerful technique requiring different level of skills. Which to apply depends on the size and nature of the problem.

| | Ultra-Rapid Process Discovery | Ultra-Rapid Process Dynamics ...with Interactive Simulator |
|----------------------------------|---|---|
| Typical candidate process | <ul style="list-style-type: none"> Relatively simple flow with few feedback loops Clearly defined boundaries Limited cross-organisational impact Changes can be made within a small functional area | <ul style="list-style-type: none"> More complex process with feedback loops, time delays and multiple pathways Runs across several functional areas Changes have high impact or may require significant investment |
| Outcomes | <ul style="list-style-type: none"> Systems dynamics static process map Shared understanding of current process flow Communication tool Issues identified and prioritised Immediate action plans and process improvement recommendations Updated process map | <ul style="list-style-type: none"> Systems dynamics static process map Interactive, dynamic process simulator which allows what-if simulation, improvement initiative testing and strategy formulation Shared understanding of complete process dynamics Powerful communication tool Optimised improvement strategies and recommendations for change Tool for ongoing process performance measurement and improvement |
| Elapsed time | <ul style="list-style-type: none"> 1 to 4 weeks depending on scope | <ul style="list-style-type: none"> Approximately 4 to 6 weeks (depending on data availability and scope of process) |

URPI – Process Discovery vs Dynamics...ctd



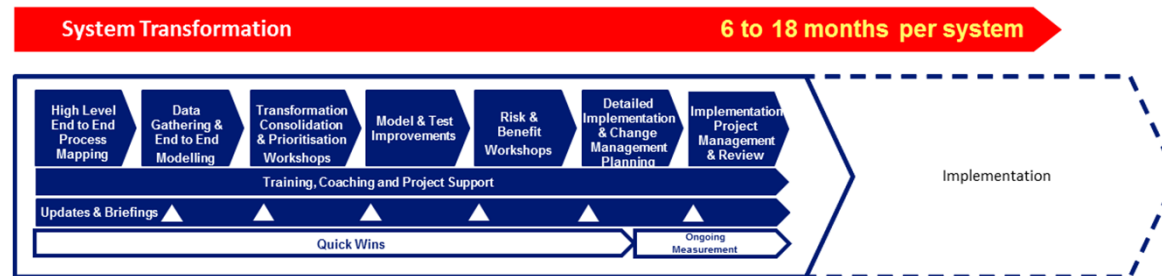
Ultra-Rapid Process Improvement – Process Discovery 1 to 4 weeks per process



Ultra-Rapid Process Improvement – Process Dynamics 4 to 6 weeks per process

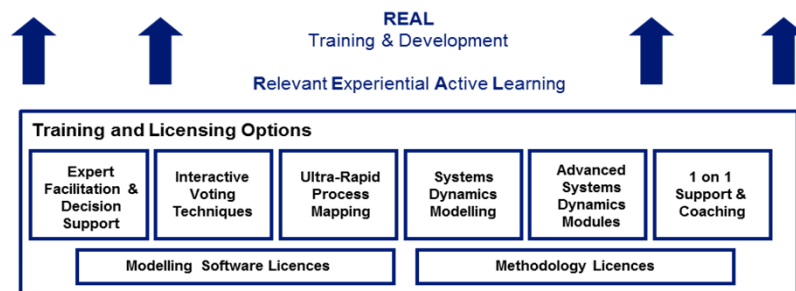


| | Ultra-Rapid Process Mapping | Ultra-Rapid Process Dynamics ...with Interactive Simulator |
|------------------------|---|--|
| Activities | <ul style="list-style-type: none"> 1 day issues identification and process discovery workshop 3hr map creation 1 day (or 2, ½ day) workshop to identify improvement initiatives, prioritise and develop action plans | <ul style="list-style-type: none"> 1 day issues identification and process discovery workshop 1 - 2 weeks of map creation, model draft, data sourcing, model refinement and validation 2 - 4, ½ day process improvement workshops 1 day initiative consolidation, prioritisation and action planning workshop Series of working sessions to develop implementation and change management plans - depends on scope and scale of proposed changes |
| Skills required | 1 day SD Mapping Course <ul style="list-style-type: none"> Basic facilitation Understanding of stock and flow technique Project planning and management | 2 day SD Process Modelling Course <ul style="list-style-type: none"> More experienced facilitation Basic systems thinking and systems dynamics knowledge Data analysis Systems modelling Project planning and management Change management |



Overview

- This is a carefully designed program of work which delivers end-to-end system transformation
- It is a combination of the stakeholder value discovery, mapping, modelling, interactive simulator and highly refined group working techniques that Enzyme has been developing and applying for many years and are proven to deliver fast, sustainable results.
- The difference is in our overall engagement philosophy which is to equip the client with proven tools and skills and guide the process rather than apply an expert consultant team model.
- Outcomes often demand significant change and are therefore delivered through a structured implementation program which may be the clients own program and change management processes, or one developed for the specific task.
- The precise shape of the program is developed in close consultation with the client and is often based on a pilot study.

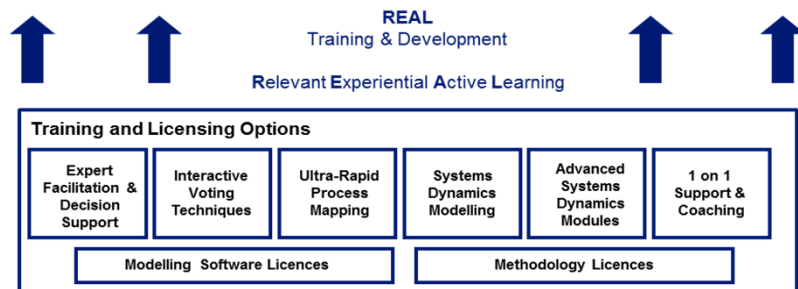


Expert facilitation and decision support – 2 days

- State of the art course equipping participants to deliver real results in maximising meeting and workgroup outputs.
- A hands-on, experiential and active learning experience which introduces the key building blocks of high yield facilitation: fundamental principles; preparation and logistics; engagement and participation; momentum and tempo; producing outcomes; handling difficult situations; and managing conflict.
- The methods can be used in highly structured meetings or in impromptu situations.
- Results in more highly focused and productive meetings and activities.

Interactive voting techniques – 1 day

- Principles and practice of group voting techniques
- Manual and electronic methods – when and how to use them
- Set up and use of specific technology - Option Finder or Option Power
- 3 months telephone support



Ultra-Rapid Process Discovery and facilitation – 1 day

- Primer in the principles of systems thinking and systems dynamics
- Application of specific Enzyme methodologies and templates
- Basic iThink mapping
- Sufficient for someone with basic facilitation and analysis skills to run a mapping an Ultra-Rapid Process Mapping improvement project

Systems Dynamics Modelling – 2 days

- More advanced concepts in Systems Dynamics
- Use of full features of iThink mapping, modelling and simulation capabilities
- Includes iThink licence and Enzyme Fast Start Templates
- 3 months telephone support

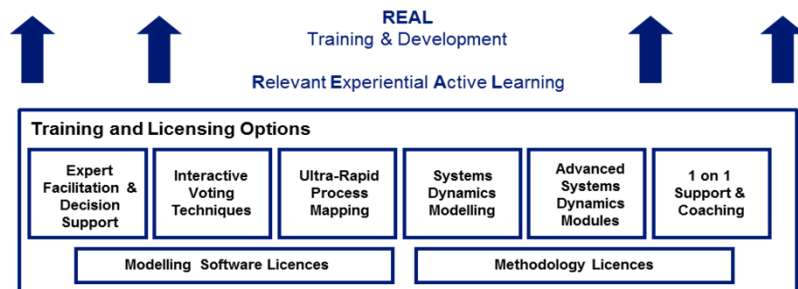
Advanced modelling

- Specialist ½ to 1 day modules targeting advanced modelling and simulation skills

1-on-1 on the job coaching

- Targeted support and coaching on the job for graduates of the SD Modelling Course
- Tailored to fit specific individual needs.

Becoming self sufficient – licensing options



To be fully self sufficient in these process improvement techniques there are three licence areas:

1. Full authoring versions of the modelling software have a one off licence fee of approx \$2,000 per installation, plus an annual support and upgrade fee of approx \$500.
2. An Enzyme Ultra-Rapid Process Improvement methodology licence would be negotiated as part of the development of the overall program. Options include an enterprise wide licence, a practitioner licence and a per process licence. With a clear, shared understanding of the long term path, the most cost-effective approach can be agreed. This licence would include:
 - Rights to use all the proprietary tools and techniques
 - Use of all workshop designs, materials and reporting formats
 - Access to the Enzyme Institute body of knowledge
 - Ongoing updates and enhancements to the techniques and materials
 - Kits and consumables at discount prices
3. Voting technology kits and licences are also available

Details of the licence agreements would form part of the agreed Statement of Work.

Benefits

- End to end process is very fast
- High level of engagement – built in change management
- Totally compatible with 6 Sigma
- Senior staff and executives can visualise the efficiency and effectiveness of system wide flows which usually leads to high quality decision making.
- Quick start and early results whilst learning how best to utilise the approach
- Dynamic models enable those involved to be able to suggest improvements and transformation far faster than static investigations.
- Increased skills and decision making capabilities (tried and tested in multiple industries & communities) are transferred to key stakeholders and staff ensuring continuous improvement sustainability
- Does not require an army of consultants and becoming self sufficient is a realistic, high value option

- Our approach is significantly less expensive than the alternatives. Our engagement style does not rely on large numbers of external consultants and the delivery of results is achieved much more quickly. In addition, we keep our profit aspirations reasonable, avoid unnecessary overheads and look to the long term value of our relationships with clients.
- Enzyme has refined each of the components to a precise package which delivers proven results. Once the scope and combination have been agreed, a fixed price quote can be provided.
- Prices for Enzyme delivered components include all preparation tasks, materials, expert facilitation, use of technologies and tools (where needed), data management and reporting, engagement management.
- Generally software licences fees are passed on with only a small handling fee and Enzyme will endeavour to find the least cost option for methodology licences.
- We are prepared to stand by our commitment to measurable results and agree a shared success model where appropriate and desired.

The Systems Dynamics thinking and tool set are also very powerful in defining strategic options and providing interactive decision support in a number of areas. Some examples of include:

- Integrated business models which tie together soft variables and hard measures in interactive simulation tools
- Financial dynamics and strategy models
- Policy options simulation
- Workforce planning tools
- Marketing campaign effectiveness and backend profit delivery
- Capex schedules and asset utilisation

More can be found on our website at

<http://www.enzymegroup.com.au/enz/site/Howwecanhelp/BusinessDynamicsModelling.aspx>

“All services are underpinned by the high level of expertise in facilitation and design which permits a very flexible response to organisational needs. For example, it is a sophisticated range of facilitation tools and methodologies which permit the radically fast mapping of processes and modelling of fully automated interactive model simulators with which to test a variety of strategy options. Participants inevitably are fully engaged, feel engaged and cannot help but take ownership of the outcomes.”

John Tucker, Chief Executive Officer, Standards Australia

“We also undertook a radical transformation program underpinned by discoveries elicited by Professor Austin’s workshop based approach and supported by Enzyme’s advanced applied mathematical modelling where enormous productivity gains and process optimisation opportunities have been identified and progressively achieved.”

John Tucker, Chief Executive Officer, Standards Australia

“Since launching we have received overwhelming response from customers on how the proposition meets their needs. This would not have been possible without the original insight work and qualitative and quantitative modelling Enzyme completed to guide our thinking.”

Jacki Johnson, Chief Executive Officer, Insurance Australia Group NZ

“Enzyme have a compelling proposition and everybody who has been in contact has been very impressed.”

Mike Mitchell, Marketing Director, Lloyds TSB Insurance (UK)

“Enzyme techniques are based on scientific rigor and I have seen them proven time and time again in different situations with multicultural groups with sometimes conflicting interests... People feel heard, decisions are made, results are action oriented and participants are highly engaged with the plans for moving forward.”

Professor Sue McKnight, Director of Libraries and Knowledge Resources, Professor of Knowledge and Learning Management, Nottingham Trent University

Prof Kevin Austin

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Appendix

Standards Development - Process Diagnostic



1 – Stakeholder engagement, management & commitment

| | | | | | |
|------------------------------|---------------------------------------|--|-----------------------------------|--|--|
| Issue & needs identification | Identification & balance of interests | Stakeholder education & responsibility | Commitment & resourcing agreement | Consistent communication at appropriate levels | Public communication about projects & services |
|------------------------------|---------------------------------------|--|-----------------------------------|--|--|

2 – National & Standards Australia strategic priorities

| | | | |
|---|---|-------------------------------------|-------------------------------------|
| Understand & align with regional & international priorities | Understand & align with national priorities | Establish options for SA priorities | Develop national Standards strategy |
|---|---|-------------------------------------|-------------------------------------|

3 – International engagement & influence

| | | | | | |
|--|---|---|--|---|--|
| Identify priorities for Australian participation | Drive Australian priorities as international priorities | Encouraging contribution & representation at international forums | Meet obligations as ISO / IEC member & TBT signatory | Promotion of SA's role as ISO / IEC representative domestically | Review of current alignment & opportunities for convergence of AS/IS |
|--|---|---|--|---|--|

4 – Project identification & justification

| | | | | |
|--|--|--|---|-------------------------------|
| Stakeholder relations & needs identification | Facilitate community agreement on outcome & solution | Collect necessary information for assessment | Assess project against Net Benefit criteria | Determine development options |
|--|--|--|---|-------------------------------|

5 – Project planning & resourcing

| | | | | | |
|---------------------|---------------------------|---------------|-------------------------|-------------------------------------|-------------------------------------|
| Prioritise projects | Identify & agree pathways | Confirm scope | Develop plan & schedule | Clarify & commit internal resources | Clarify & commit external resources |
|---------------------|---------------------------|---------------|-------------------------|-------------------------------------|-------------------------------------|

6 – Development of Standard / Product

| | | | | | |
|--------------------------|--------------------|-------------------------|---|--|--------------|
| Create preliminary draft | Committee meetings | Committee documentation | Prepare draft for public comment & edit | Technical review against Standards Development Requirements (HB 162) | Review draft |
|--------------------------|--------------------|-------------------------|---|--|--------------|

7 – Public consultation & information

| | | | | | |
|--|----------------------------------|--------------------------------------|-------------------------------------|------------------------------|---------------------------------------|
| Web based consultation process to invite comment | Stakeholders training on process | Gather / record feedback from public | Official acknowledgement of comment | Evaluation action on comment | Advertising draft (where appropriate) |
|--|----------------------------------|--------------------------------------|-------------------------------------|------------------------------|---------------------------------------|

8 – Approval

| | | | | | | |
|----------------------|------------|--------------------------------|------------------|---|---|---------------------|
| Prepare ballot draft | Edit draft | Ballot draft issued after edit | Ballot follow up | Review consensus rules to finalise ballot | Resolution of objections & finalise draft | Approval to publish |
|----------------------|------------|--------------------------------|------------------|---|---|---------------------|

9 – Publication & maintenance

| | | |
|--|--|------------------|
| Publication / distribution / notification of product | Systematic review of published documents | Enquiry handling |
|--|--|------------------|

10 – Staff support & development

| | | | |
|----------------------|--|---|---|
| Training & induction | Staff recognition for high performance | Documentation of processes & technology | Technology alignment with business requirements |
|----------------------|--|---|---|

11 – Innovation & continuous improvement

| | | | | |
|---|-----------------------------------|------------------------------------|----------------------|---------------------------------------|
| Continuous review of process, policies & pathways | Evaluation of market requirements | Project post implementation review | Benefits realisation | Product feasibility studies & testing |
|---|-----------------------------------|------------------------------------|----------------------|---------------------------------------|

12 – Process Control

| | | |
|---------------------------------------|---|---|
| Audit of process & quality management | Project management, monitoring & tools availability | Overall governance & control management |
|---------------------------------------|---|---|

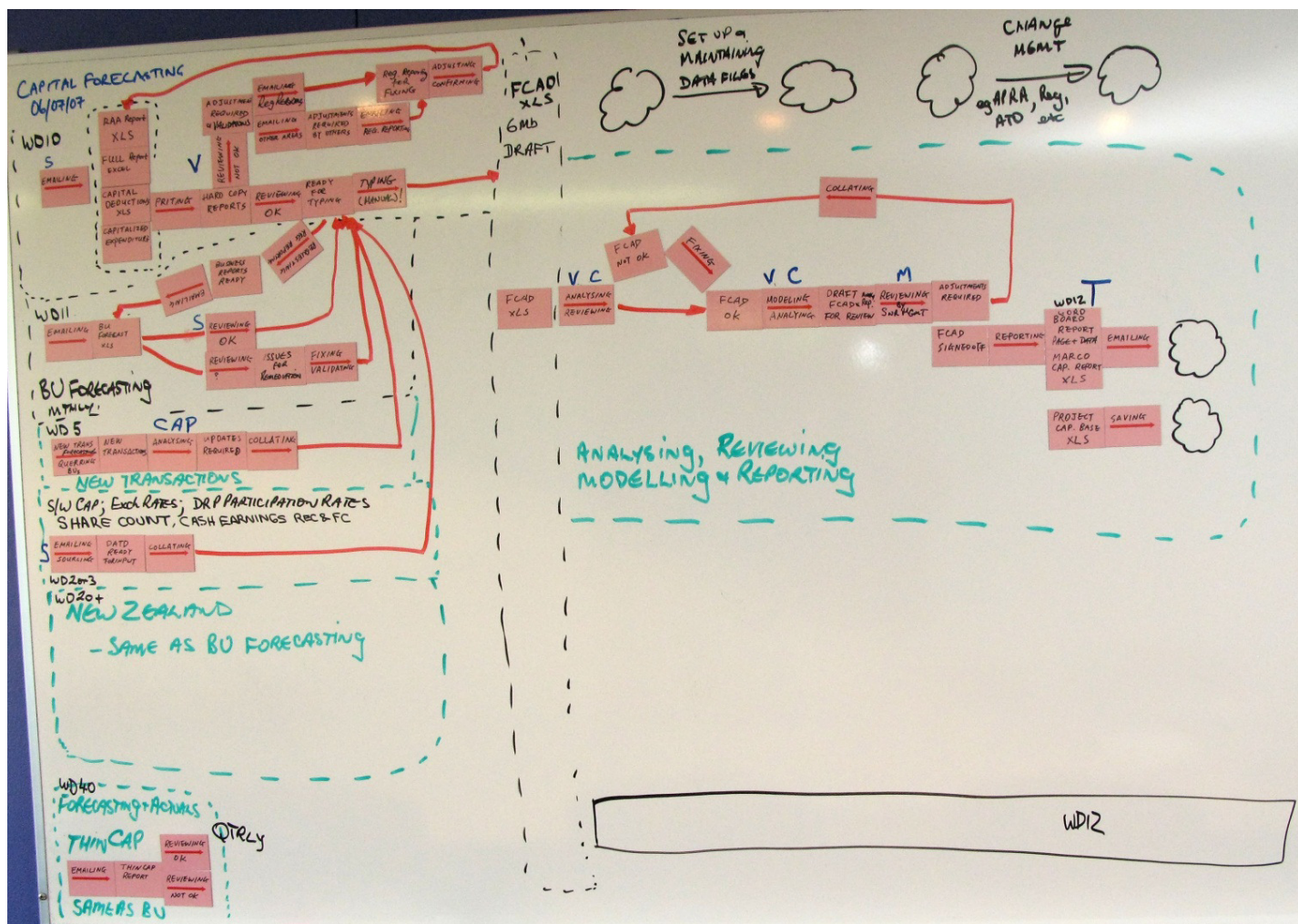
| | |
|--|--------------------------------|
| | Not done |
| | Broken, needs urgent attention |
| | Needs Some Attention |
| | OK |



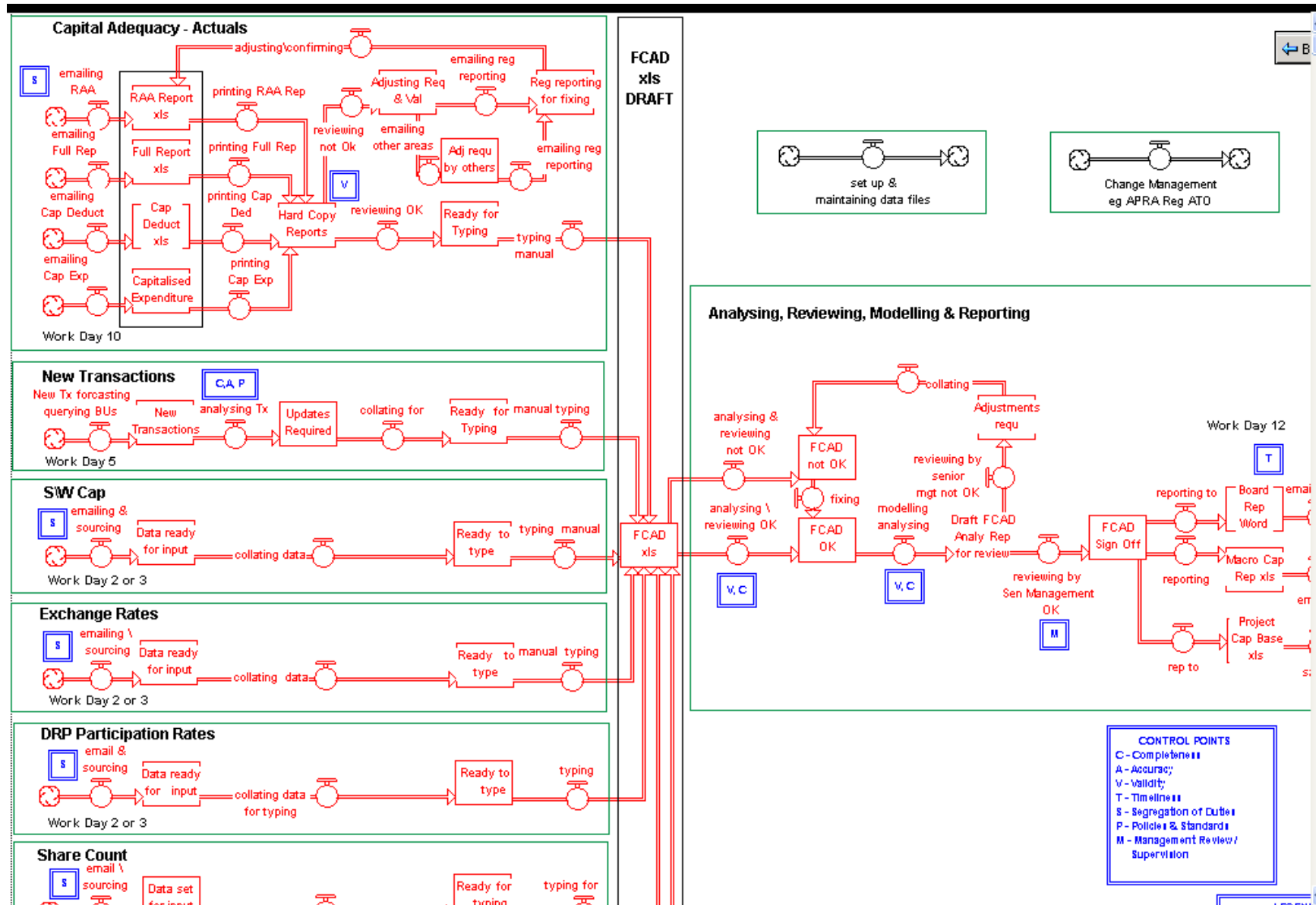
Confidential

Financial Control Process Map

The photo below is of the result of a ½ day Ultra-Rapid Process Mapping workshop on a key financial control process. The iThink version of part of this is shown in the next slide.

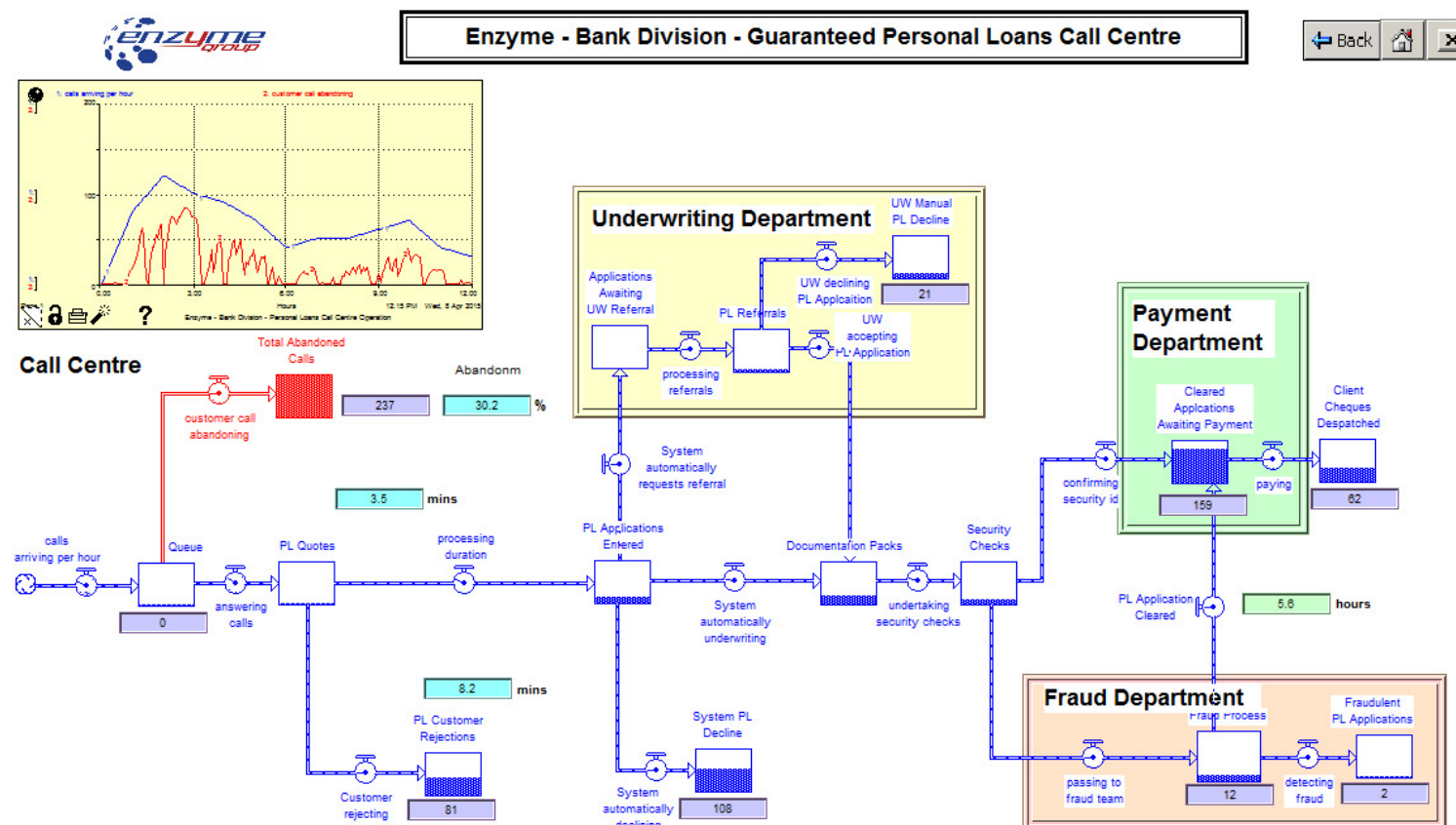


Financial Control Process Map

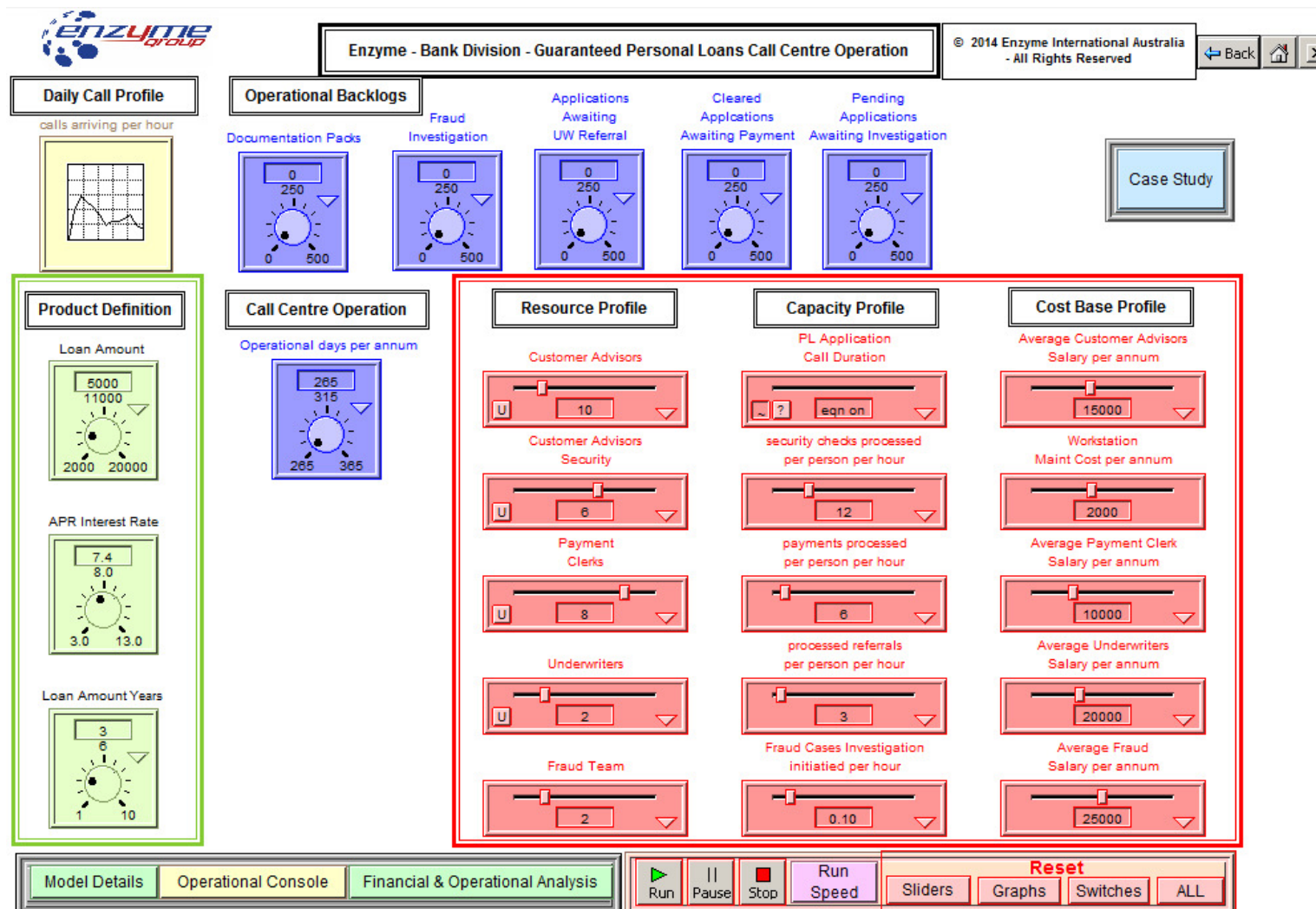


Loan Process Simulator

A major bank in the United Kingdom wished to improve a significant internal business process. The process began with marketing letters being sent to selected customers guaranteeing them a personal loan at specified terms and conditions. The diagram below depicts the process from when the client calls the call centre to when the loan is approved and money is deposited in the client's account. The snapshot taken from the model clearly shows a number of bottle necks or backlogs, particularly the red box which is showing a high number of abandoned calls into the call centre. Similarly, there is also a blockage in the payment department.

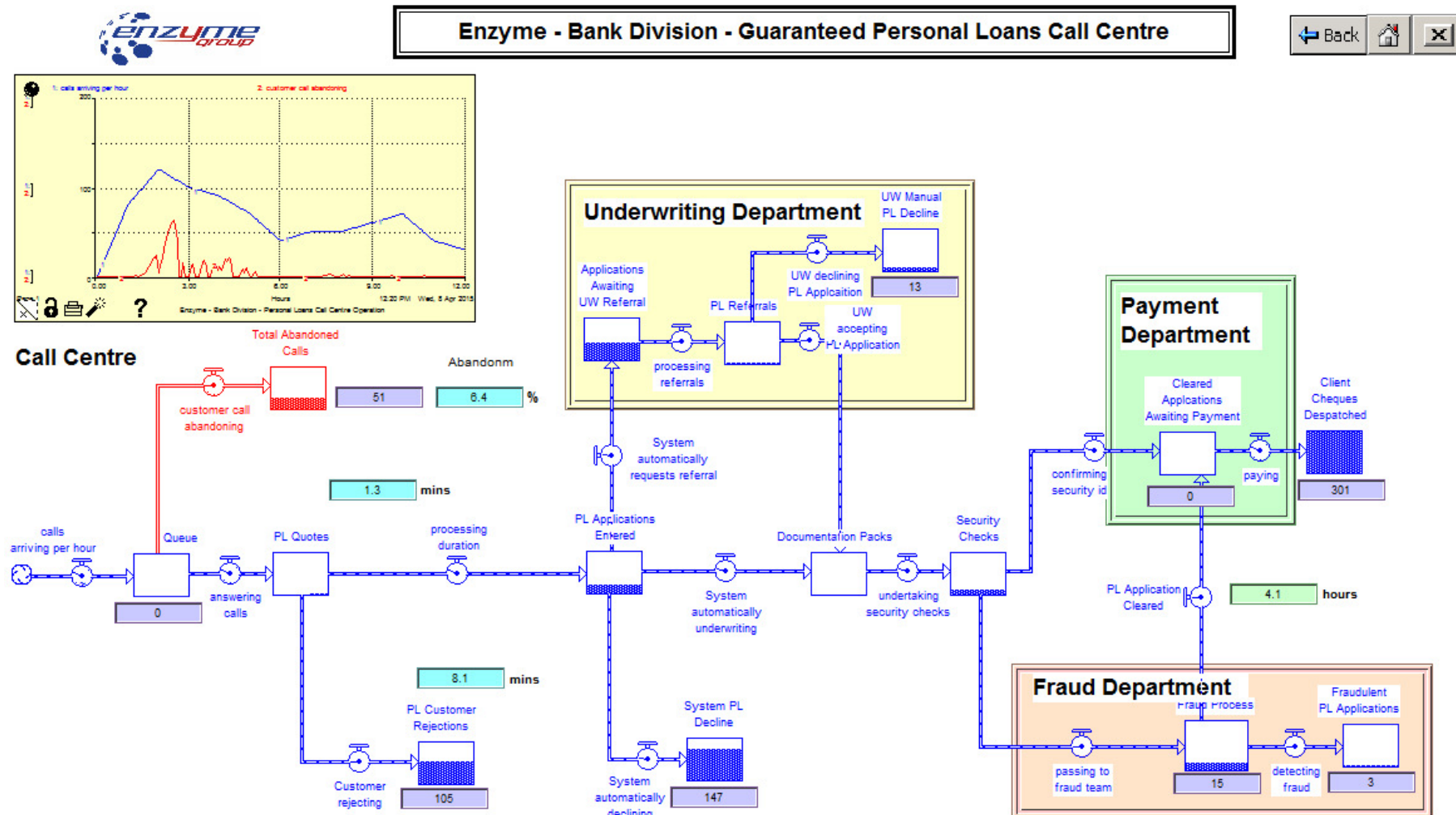


A management dashboard allows the testing of various improvement strategies and options.



Loan Process Simulator

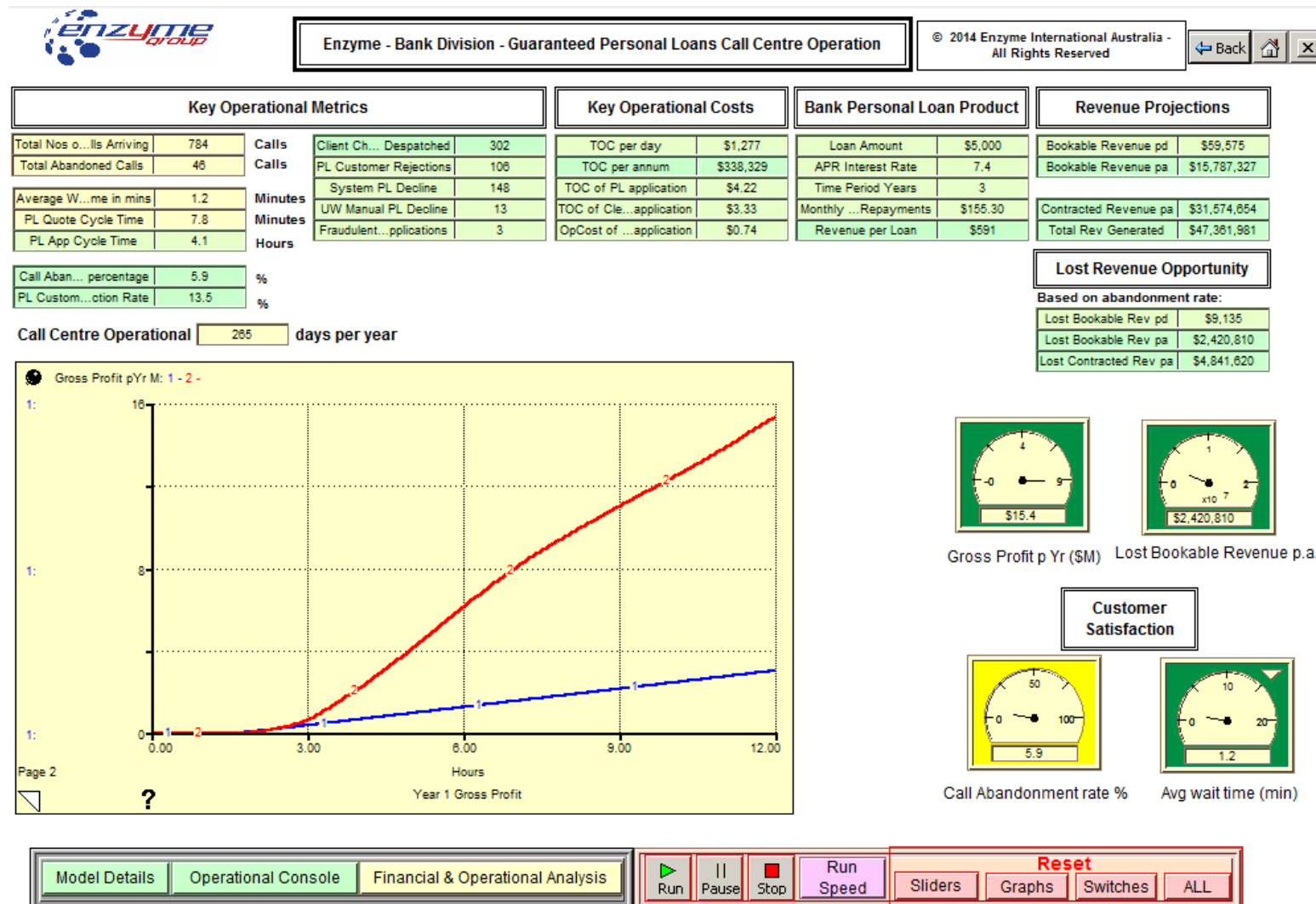
Using the dashboard of the simulator the management were able to identify ways to optimise the process.



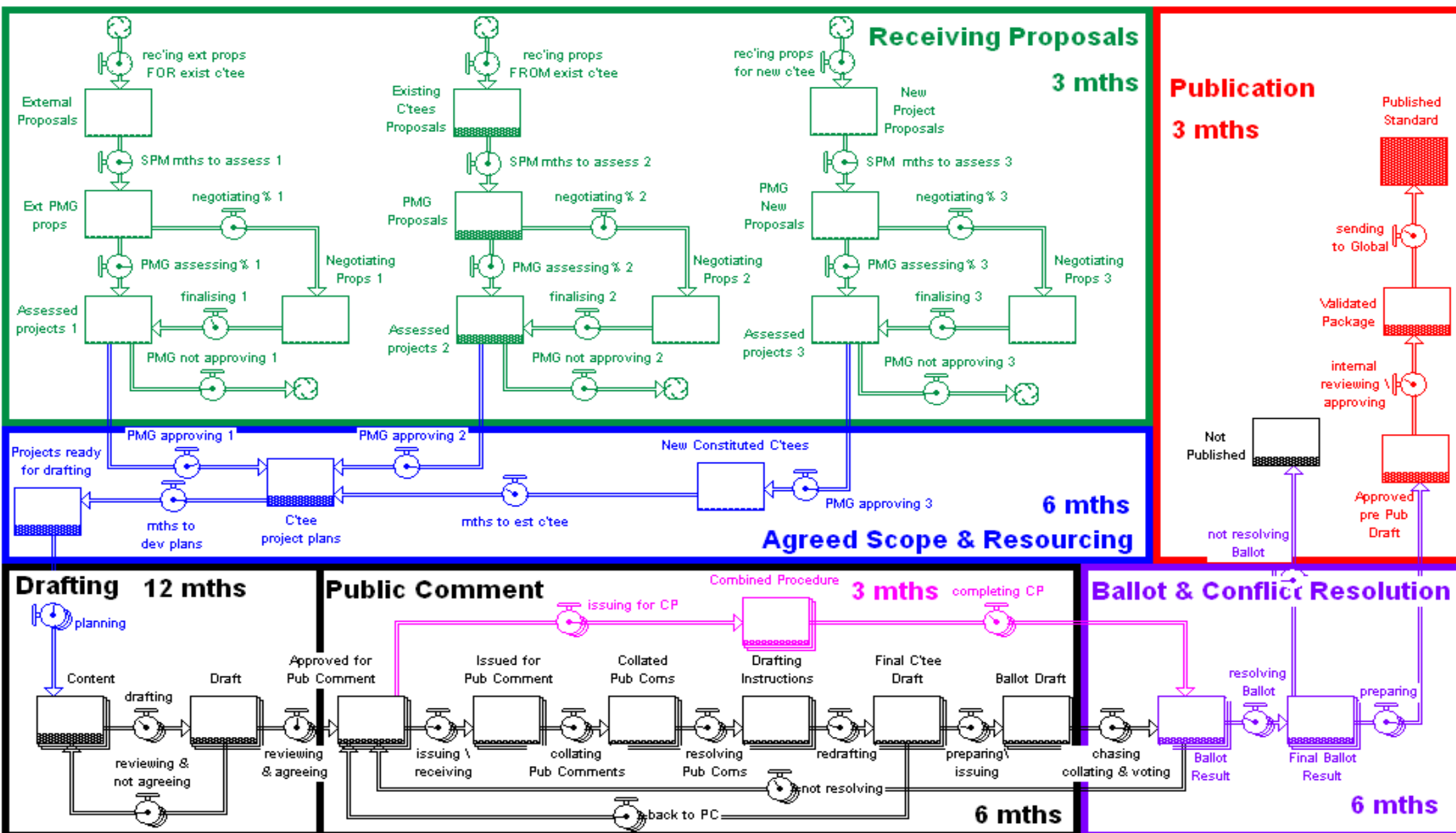
Loan Process Simulator



The results from their strategies are depicted below. Gross profit was improved from £2.9M pa to approx £15M pa and the average cost of administration was reduced from £14 per application to £4 per unit.



A more complex, end to end system model – Standards Development



Receiving Proposals FOR Existing Committees

This is one page on the simulation interface for the Standards Process Model

| | Base Case | Strategy 1 | Strategy 2 |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| Proposals for existing committees received pm F1 | <input type="text" value="4.000"/> | <input type="text" value="4.000"/> | <input type="text" value="4.000"/> |
| Avg mths for SPMs to assess props for exist c'tees F2 | <input type="text" value="3.000"/> | <input type="text" value="0.500"/> | <input type="text" value="3.000"/> |
| % PMG props for exist c'tees negotiated F3 | <input type="text" value="15.000"/> | <input type="text" value="15.000"/> | <input type="text" value="15.000"/> |
| % PMG props for exist c'tees assessed F4 | <input type="text" value="85.000"/> | <input type="text" value="85.000"/> | <input type="text" value="85.000"/> |
| | <input type="text" value="100.0"/> | <input type="text" value="100.0"/> | <input type="text" value="100.0"/> |
| Avg mths to negotiate props for exist c'tees F5 | <input type="text" value="3.000"/> | <input type="text" value="1.000"/> | <input type="text" value="3.000"/> |
| % PMG props for exist c'tees not approved F6 | <input type="text" value="4.000"/> | <input type="text" value="4.000"/> | <input type="text" value="4.000"/> |
| Avg mths props for exist c'tees are approved F7 | <input type="text" value="2.000"/> | <input type="text" value="0.250"/> | <input type="text" value="2.000"/> |

... and this illustrates the nature of a dashboard used to compare and review results of simulations

